



STATE OF DELAWARE
DEPARTMENT OF STATE

JEFFREY W. BULLOCK
SECRETARY OF STATE

MEMORANDUM

TO: The Honorable Jack A. Markell, Governor
FROM: Jeffrey W. Bullock, Secretary of State
DATE: September 29, 2010
SUBJ: **DEPARTMENT OF STATE – Supplier Diversity Plan**

In accordance with Executive Order No.14, the Department of State (DOS) has created the following Supplier Diversity Plan. The provisions in this plan are intended to consistently and systematically expand and create contractual engagements between certified Minority and Women Business Enterprises (MWBE) and DOS. The plan objectives will be accomplished through a combination of policies for under threshold purchasing, leadership and procurement staff training, increased bid solicitations of MWBE for capital projects and the establishment of specific performance measures. DOS also plans to leverage relationships with its business and regulated community to assist the Office of Minority and Women Business Enterprise (OMWBE) to promote the OMWBE online directory.

Designation of DOS MWBE Liaison

One of the critical requirements contained in Executive Order No. 14 directed each Executive Branch agency to designate an MWBE Liaison. The MWBE Liaison must have direct access to his or her Secretary, department head, or similar cabinet-level official concerning minority and/or women business enterprise program matters. The DOS MWBE Liaison is James Collins, Deputy Secretary of State.

Supplier Diversity Plan Goals

The goals of the Agency supplier diversity action plan are aligned with those of Executive Order No. 14. Specifically those goals are to:

- Maximize contracting opportunities for MWBEs through policies, training and performance measures.
- Promote usage of the online directory of MWBEs.

- As appropriate, support the OMWBE statewide goals and objectives for increasing supplier diversity initiatives statewide as defined in Executive Order No. 14.

Increase Transparency of Procurement Practices

Executive Order No. 14 directs the Director of the Office of Management and Budget (OMB) and the Secretary of State to develop policies and procedures that provide for a central, online publication of all advertised and awarded State contracts, including information on whether such contracts were awarded to minority and/or women owned businesses. In addition to working with OMB to establish policies and procedures, the DOS Government Information Center will work with OMB/OMWBE to increase the number of businesses registering with OMWBE and the number of quotes requested by State agencies from OMWBE certified vendors. DOS and OMB will be utilizing a multi-pronged approach to achieve this goal. The initial areas to be explored will be:

- A. Increase utilization of current OMWBE online resources through online promotion and agency outreach/education.
- B. Increase the MWBE enrollment rate of newly formed businesses by engaging State agencies that currently work with new business entities (i.e. Corporations, Revenue, Professional Regulation, and DEDO).
- C. Identify current businesses that the State is doing business with that are actually eligible to be considered an MWBE but have not registered with OMWBE. This will increase the accuracy of OMWBE spend reporting.
- D. Identify areas to increase the public awareness of the State's efforts to utilize businesses that qualify for MWBE status (i.e. social media, traditional media, online forums).

Opportunity Recognition

A recognized barrier for minority and women businesses is the identification of non-advertised opportunities and the limited time to prepare for advertised opportunities. Specifically, when an advertised opportunity is available and there is not a mandatory pre-bid meeting vendors cannot identify potential partners. DOS will execute the following to increase the recognition of opportunities and increase the planning time for vendors to prepare for opportunities.

- A. Conduct pre-bid meetings for all requests for proposals let by DOS to facilitate the opportunity for MWBEs to identify subcontracting opportunities.
- B. Establish a policy requiring all employees who make under threshold purchases to reference the OMWBE online directory for one or more of the required quotes.
- C. Work with OMB to identify projects for minor capital improvements to help foster relationships with MWBEs through the Divisions of Historical & Cultural Affairs and the Delaware Veterans Home.
- D. Coordinate with OMB to develop possible legislative proposals designed to promote the use of MWBEs in library construction projects.

Staff Training

Engage the OMWBE to obtain training for DOS leadership and employees with purchasing responsibilities on supplier diversity best practices. Such training will include but not be limited to the following topics:

- A. Navigating the OMWBE database and other resources to access minority and women businesses.
- B. Identifying purchasing opportunities.
- C. Reviewing DOS spend analysis inclusive of minority and/or women businesses.
- D. Discussing minority and/or women business enterprise successes and challenges.

Evaluation

DOS will establish Key Performance Indicators (KPI) to measure MWBE engagement and review the results with Division Directors quarterly. The KPIs will be used to determine the effectiveness of the DOS Supplier Diversity Plan. KPIs will measure the following in addition to other information:

- A. Has DOS spend increased for MWBEs compared to previous fiscal years?
- B. Has DOS increased the number of MWBEs solicited for under threshold opportunities?
- C. Has DOS increased participation rates for MWBEs (# of MWBEs that have submitted proposals)?

Promote MWBE Online Directory

The Department of State creates business entities and regulates individuals and businesses through the Divisions of Corporations and Professional Regulation. DOS will partner with the OMWBE to promote its online directory of certified minority and women businesses by providing information to customers. Information will be disseminated to DOS customers via website links and printed materials.